CHAPTER 2

QUARTERMASTER FIELD SERVICE COMPANY, DIRECT SUPPORT: HEADQUARTERS

This chapter is for the company commander and headquarters personnel.

(NOTE: Under TOE 42414L0, FSC, DS, operational measures for S/L and CR will mirror TOE 10414L0 of the SLCR platoons for the FSC, M, described in this chapter with the exception to the number of soldiers each respectively supports. This data is also portrayed in chapter 3.)

Section I

MISSION

COMPANY HEADQUARTERS

Company HQ soldiers and you, the commander, support your unit elements. The mission of the company HQ section entails a variety of functions: planning, directing, training, and supervising the operations and employment of the company, and coordinating logistical support required to conduct the entire company operations.

Effective operation of the headquarters requires identifying key personnel and understanding their primary duties and responsibilities. Key personnel are the commander, his staff, and soldiers who assist him and his staff. The following company HQ positions and job duties are --

Commander and Duties. As the leader of the company, you command the company so that its mission is carried out as required. You are responsible for unit readiness, site establishments, communications, defense, unit administration, supply, maintenance, and overall training of the company. You are also responsible for food service support to your troops. The commander will dictate the responsibilities of the XO.

Executive Officer and Duties. The XO is second in command. His primary role is to help the commander in managing the company's mission. He ensures reports from company elements are forwarded to higher headquarters' (tactical) operation center. (The XO may locate where he can maintain communications with the company commander and higher headquarters operation center.) The XO assumes command of company when the commander is elsewhere (or as directed by the commander). The following duties may also be administered by the XO.

- *Plans and coordinates mission requirements*. The XO plans and coordinates logistical and maintenance support with agencies outside the company, while the 1SG does the same internally. He prepares or assists in the preparation of paragraph 4 of the OPORD; and, he may also assist the commander in planning the mission.

- *Coordinates C^3I and acts as liaison officer*. The XO coordinates with higher, adjacent, and supporting units. By discretion of the company commander, he serves as company's liaison or special representative to special events or as an assignment (additional) duty. He may aid in the assumption of control of a platoon or section/team for movement and operations.

- *Lead special assignments*. The XO may be assigned special missions to accomplish. Such task-works are --

  •• Landing zone/pickup control officer. These duties may include re-supply operations, casualty evacuations, as well as air/ground liaison officer.

  •• Quartering party/team OIC. He may be the OIC of various company elements in which they precede the main company elements or team(s) in reconnoitering, securing, and marking assembly area(s) or AO. The XO may remain behind the company with various or special/select company elements. His purpose is to direct the move and secure the remaining company equipment while the main force of the company moves or relocates to new locations/sites.

  •• Special mission OIC. The XO may be assigned a task-organized element to do the company's objective/mission or be responsible for controlling attachments to the company. He may be in charge of the company's defense. For more information on XO duties and responsibilities, see FM 7-10.

First Sergeant and Duties. The 1SG is the commander's principal assistant. He calls formations, manages the company headquarters, and represents the enlisted soldiers of the company. He is also responsible for food service support to your troops.

Other Personnel and Duties. Other HQ personnel and their duties are --

- *Food service sergeant.* Manages food service operations with assistance from unit cooks.

- *Supply sergeant.* Requests, receives, stores, safeguards, and issues supplies and equipment. His assistant is the armorer who controls and maintains all weapons.

- *NBC NCO and his assistant, the chemical equipment repair specialist.* Advise the company on NBC defense measures. These measures include NBC warning and reporting, NBC protection (MOPP levels), and decontamination. Assess NBC readiness and advises you, the commander, on NBC training strategies to be taken.

- *Motor sergeant*. Sets up and directs the company's maintenance facility. Under his supervision, the light-wheeled vehicle mechanics maintain and service the company's and teams' (or section elements') wheeled vehicles and trailers.

- *Equipment receipt and parts specialist*. Maintains the company's PLL and TAMMS data and may serve as the company's accountant for Class I and Class III products.

- *Quartermaster and chemical equipment repair specialists.* Maintain company's chemical equipment and all field service equipment (i.e. sewing machines, darning and button machines, and laundry apparatus).

- *Power-generator equipment repair specialists.* Maintain the company's power generator sets.

ORGANIZATION FOR OPERATIONS

The company headquarters of FSC is divided into three sections: administration, maintenance, and field mess. Duty areas of HQ personnel listed in above paragraph correspond to these three elements. Refer to Figure 1-1 for this organization. The organization of HQ elements is designed to function smoothly and effectively. It's structured to ensure that company and section/team personnel and equipment are used in an efficient and mission supportive manner.

Unit Capabilities. Under the direction of the FSC headquarters command element, the company's S/L and CR elements (TOE 42414L0) or SLCR sections/teams (TOE 10414L0) provide the following services:

- *Laundry element*. QM FSC, DS (TOE 42414L0) provides service of 7.9 pounds of laundry per person in support of approximately 18,500 troops per week. The QM FSC, M (TOE 10414L0) provides services at the rate of 15 pounds of laundry per person in support of approximately 21,000 troops per week.

- *Shower element.* QM FSC, DS, per TOE mission statement, provides service for approximately 18,500 troops per week (approximately 443 troops per day) at one shower per person per week. According to TOE mission statement for QM FSC, M, it provides service for 21,000 troops per week at one shower per person per week. Each SLCR section/team supports 500 troops per day or 3,500 troops per week.

- *Clothing repair element*. Repair service on clothing and limited, lightweight textiles correlates to numbers for shower support as stated above.

Additional Capabilities. Additional company capabilities and support needs to be considered by company command element include --

- *Unit defense*. Company personnel can assist in the coordinated defense of the unit's area or installation location. Additional defense forces will be needed for its protection. This requirement should be coordinated with your battalion HQ S3 officer.

- *Unit maintenance*. Company personnel can perform unit maintenance on organization equipment, excluding construction and communication/electronic equipment. Outside help for communications assistance will be provided through your battalion HQ S3 officer; support may also be provided by the designated communications team in your AO. (The QM FSC, DS performs unit equipment maintenance, except construction equipment and COMSEC equipment. The QM FSC, M performs unit maintenance on all unit equipment except communications equipment and COMSEC equipment.)

- *Unit required support*. QM FSC, DS depends on appropriate elements of corps or theater Army for health, religious, financial, personnel/administrative services, and supplemental transportation support. Requirements for these services may also depend on HNS. The light equipment, maintenance company (TOE 43209L000) will support the company for construction equipment and maintenance. Because the company provides its own food service support, no additional support is required. The QM FSC, M is dependent on appropriate elements of corps or theater Army for combat health support, religious, financial, personnel/administrative services, and supplemental transportation support. It is dependent on the QM supply company, direct support (TOE 42447L000), for water support; and, supported unit for supplemental supply, communications, maintenance support, and security support when SLCR sections/teams are deployed independently (of parent unit). Also, it's dependent to the unit that it's attached for communications equipment maintenance.

- *Unit mobility*. QM FSC, DS is required to transport 75 percent of its TOE equipment and supplies in a single lift using its own authorized vehicles. It can transport 125,500 pounds (9,321.0 cubic feet) of TOE equipment with its own vehicles, but requires more transportation support to move the remaining 46,317 pounds (3,719.8 cubic feet) of TOE equipment. QM FSC, M operational elements (SLCR section/team) are 100 percent mobile.

Unit Designation Code. The FSC capabilities are determined by the personnel strength levels authorized in its TOE. The QM FSC, DS is coded as a type B organization (a category II unit), or as being a TOE strength level 1 organization. At TOE strength level 1, the company is operating at 100 percent full strength. At TOE strength level 2, the company operates at 90 percent capacity. At TOE strength level 3, the company operates at 80 percent capacity. The QM FSC, M, however, is not adaptable to a type B organization. For more on strength levels, status reporting, and unit categories, see ARs 71-13, 220-1, and 310-25. Any additional company equipment needs are acquired through specific authorization and supportive documents. These are --

- *Unit equipment authorizations*. The equipment your personnel need is identified by several types of documents. These include your TOE and CTAs. Refer to AR 310-49 for directions on how to request additional equipment that your unit requires, but is not prescribed by your TOE.

- *Other unit equipment authorizations*. The TOE provides only certain types of items; it does not prescribe low-cost or expendable items. Some items of equipment needed to do your mission fall into these categories. Without these items, your personnel cannot perform their duties. Items of clothing and equipment, components of sets and kits, repair parts, tools, and expendable items are authorized by specific TMs, SBs, and related authorization documents.

COMMUNICATIONS

Communications services will differ depending on whether the company is deployed in the COMMZ or in the corps area. TAACOM units install, operate, and maintain a network of area signal centers in the COMMZ. The corps communications system operates in the combat zone and provides communications for corps units. Therefore, you need a good working communications system for unit C^2. Communications set up necessitates certain command measures to be taken: establish and provide communication C^2 and guidance in the form of individual and unit responsibilities.

Establish Communication C^2. Your company must communicate with the HHC of the QM S&S battalion or other assigned HQ elements, the COSCOM or TAACOM MMC, supported units, and internal elements. Refer to Figures 1-3 and 1-4 on the company's communication system setup. Since the (shower element or SLCR) sections/teams are not collocated with the company headquarters, communications assets for each need to be working properly for the whole company to do its mission.

Provide Communications Guidance. Ensure the allocation of radio or other telecommunication equipment is documented in the company's TSOP. In the TSOP, include details of the telephone system, priorities for laying wire or assisting the signal team in this matter, and any responsibilities for assisting with the system setup. The TSOP should set up the identification of primary and alternate personnel operating the system and designate a time or schedule for operating shifts. Upon setting up operating sites, company designated personnel and unit elements should enter the net within a reasonable time or within the time schedule set by higher headquarters using procedures in FM 24-19.

NOTE: See FM 63-1 for more information on the principles and developments in communications systems because communications equipment and systems in the corps are changing. The MSE system is replacing the old area communications system. SINGARS and IHFR are replacing the current FM-VHF (AN/VRC-12) and AM-SSB (AN/GRC-106) series radios.

Section II

OPERATIONAL CONCEPT

This section is for company headquarters personnel.

ADMINISTRATIVE SECTION OPERATIONS

The mission of the administrative section is to support the company elements. It is responsible for the effectiveness of company operations.

Capability. Administrative section provides C^3I supervision and direction to include tactical direction to the company elements. Within this section is the supply element that supports the company with supplies and TOE equipment. The FSC will rely upon higher headquarters for added administrative and logistical support. These actions interdict with the respective higher headquarters elements.

- *Battalion S1 and PAC support.* Provide personnel service to your company. The company's personnel administrative sergeant will assist the battalion PAC section as needed. Ensure their capabilities and the means to secure your support are in the battalion administrative SOP, letters of instruction, or as a supplement directive for your unit administrative SOP/TSOP. Doctrine for personnel service support is in FM 12-6 and TCs 12-16 and 12-17. The company only needs a limited number of administrative regulations, pamphlets, and FMs on hand to conduct its business.

- *Battalion S4 support*. Headquarters support through the S4 office will be available for FSC as needed. Supply operations basically consist of requesting, receiving, storing, protecting, issuing, and turning in of supplies. The S4 section plans, coordinates, and supervises organizational supply support, maintenance, and food service activities of assigned or attached units. (This planning process covers the arming, fueling, and maintenance support of the units.) This includes pertinent portions of the unit environmental stewardship program. Particular materials and wastes in maintenance, food service and supply room operations, environmentally safe maintenance operations, and the unit recycling program. Also, the S4 is responsible for the execution of the COB. For more information on administrative personnel service and supply support activities, see FMs 10-27-3, Chapters 2 and 3, and 100-5.

NOTE: As mentioned previously, all NBC operations and training procedures for all company elements will be directed and monitored within the company HQ by the designated NBC NCO. The NBC NCO ensures that all company personnel comply to the principles of NBC defense actions, according to procedures found in FMs 3-3, 3-4, 3-5, and 3-100.

Additional Requirements. The company's primary battlefield responsibilities are given below. HQ FSC, DS personnel will be supported by the battalion PAC and other battalion support personnel/ elements to conduct these actions:

- Maintain personnel accountability.

- Report casualties.

- Receive and process replacements.

- Initiate request for personnel actions: awards, decorations, promotions and reductions, transfers and discharges, classification, evaluations, emergency leaves, and UCMJ actions.

- Coordinate and provide mail and MWR support.

- Coordinate team for religious support.

- Provide for physical conditioning and relief from battlefield stress.

- Initiate requests for financial actions.

MAINTENANCE SECTION OPERATIONS

The maintenance section, supervised by the motor maintenance sergeant, is the company's motor pool element. The mission of this section is to perform unit maintenance on the company's wheeled vehicles, MHE, power-generated equipment, and CTA items.

Capability. The maintenance capability of this section consist of inspecting, servicing, lubricating, adjusting, and replacing parts, minor assemblies, and subassemblies. Unit maintenance, therefore, is largely preventive maintenance. See DA Pamphlet 750-1 for more information on unit PMCS. Listed below are the personnel and their responsibilities supporting maintenance operations.

- *Light-wheeled vehicle mechanics*. Perform unit maintenance on all vehicles assigned to the company. To maintain effective maintenance management and operational tasks, these vehicle mechanics must ensure responsibility for equipment and efficient maintenance procedures to include safety and training. Safety precautions listed below in Tables 2-1 and 2-2 (pages 2-7 and 2-8) should be observed. Maintenance capabilities depend on time available, tool authorization, and availability of repair parts. Maintenance that cannot be performed within this section is sent to a support activity directed by higher headquarters.

- *Equipment receipt and parts specialist*. Supports the daily maintenance operations IAW the company's PLL, using either the automated (ULLS-G) or non-automated request procedures.

- *Quartermaster and chemical equipment repair specialist*. Supports daily maintenance operations on chemical equipment and all field service equipment, including shower apparatus.

- *Power-generator equipment repair specialist*. Services and maintains the company's generator sets.

- *Motor maintenance sergeant*. As stated earlier, supervises the unit's maintenance requirements. He ensures maintenance efficiency. Also, he ensures personnel do not perform maintenance operations beyond

their capability. His duties require preventing maintenance backlogs, preparing work assignment sheet(s), monitoring work procedures, and analyzing maintenance man-hours.

Table 2-1. Safety precautions for maintenance areas

Hazard	Preventive Measures
Vehicle	• Use ground guides to move vehicles in the area. Use two guides to help drivers back up vehicles. • Place chock blocks against each vehicle. • Do not refuel vehicles in maintenance tent. • While refueling: •• Turn off engine. •• Connect ground wire to vehicle. •• Have a fire extinguisher handy. • Disconnect the ground cables of the battery whenever working around a vehicle. This may prevent someone from starting the vehicle when other personnel are still working on it.
Personal	• Remove rings and/or watches before performing maintenance tasks to avoid electrical shocks. • Pocket identification tags so that they will not get caught in operating equipment during maintenance. • Wear protective clothing/goggles while welding. • Wear MOPP gear, as required, when working in contaminated areas. Wear additional protection (wet weather suit or the mechanic's overalls) over MOPP gear to avoid degradation of such gear by petroleum products.
Work Area	• Clean up spilled liquids at once. • Wrap stored chisels and other sharp tools to prevent injury.

Table 2-2. Night operations maintenance procedures

• Perform only emergency repairs (those repairs necessary to return equipment to a serviceable condition).
• Obtain and position repair parts to support night operations.
• Mark tools and equipment with fluorescent tape or paint.
• Modify light sets to provide subdued lighting (only minimum light required).
• *Train personnel to use night vision aids and GPS.
*NOTE: All company personnel should be trained in night vision aids and GPS.

The Army Maintenance Management System. TAMMS is the key to good maintenance management. TAMMS records give the command element the data needed to manage equipment resources. These records enable the commander and his staff to assess modification work orders and repair parts requirements to include evaluating equipment operation/availability, deficiencies, and failure frequency. DA Pamphlet 738-750 contains specific instructions on the preparation and use of maintenance system forms. See Table 2-3 (pages 2-9 and 2-10) for key TAMMS records to be used. TAMMS records are categorized into three types: operational, maintenance, and historical.

- *Operational records*. Used for planning maintenance operations, identifying the best use of equipment, controlling equipment usage, and managing operators.

- *Maintenance records*. Used for deterring equipment readiness and reliability and for usage/support in logistics requirements. They are used for managing maintenance scheduling, inspection procedures, and repair work loads.

- *Historical records*. Document the permanentness of the receipt, operation, maintenance, and disposal of equipment.

Maintenance SOP. A company maintenance SOP should be developed. It will ensure that all personnel know what is expected of them. It may be a separate SOP (motor pool) or part of the company TSOP. The SOP should include the following information:

- Responsibilities of company personnel.

- Unit maintenance measures (including preventive and operator maintenance).

- Motor stable procedures.

- Procedures for completing forms and records.
- Maintenance element layout plans.

Table 2-3. Key TAMMS records

Type Record	Form	Purpose
Operational	DA Form 2401 (*Organization Control Record for Equipment*)	Used to consolidate listing of all equipment dispatched. Provides ready identification of user and location of equipment while in use.
	DD Form 1970 (*Motor Equipment Utilization Record*)	Used to control equipment use. Sometimes referred to as trip ticket. Filled out for each vehicle dispatched. Records miles or hours and fuel and oil consumption.
Maintenance	DA Form 2404 (*Equipment Inspection and Maintenance Worksheet*)	Used to record equipment faults found during operator's daily inspection, periodic services, and inspections by maintenance activities. Parts requirements go to Automated Logistics Specialist (PLL clerk).
	DA Form 2405 (*Maintenance Request Register*)	Used to consolidate record of job orders (DA Form 2407) initiated, received, and processed by maintenance activities. Used at unit level to record number of maintenance requests submitted to supporting maintenance units.
	DA Form 2406 (*Material Condition Status Report*)	Used to report condition of equipment so that defects can be corrected.
	DA Form 2407 (*Maintenance Request*)	Used to request maintenance from a supporting unit and record details of maintenance performed.
	DA Form 2408-14 (*Uncorrected Fault Record*)	Used to record equipment faults that have not been corrected by maintenance.
	DD Form 314	Used as record of scheduled and

	(*Preventive Maintenance Schedule and Record*)	performance maintenance services. Maintained for each item requiring periodic services by unit maintenance personnel.

Table 2-3. Key TAMMS records (continued)

Type Record	Form	Purpose
Historical	DA Form 2408-9 (*Equipment Control Record*)	Used to obtain initial basic equipment acceptance and identification information. Also used to update information on ownership, location, usage, transfer, gain, loss, overhaul, and disposition.
	DA Form 2409 (*Equipment Maintenance Log* [*Consolidated*])	Used to record complete maintenance history of equipment item.

- Procedures for storing and safeguarding equipment, repair parts, tools, and supplies.
- Safety precautions. See Table 2-1 for safety precautions.
- Procedures for night operations. See Table 2-2 for these procedures.
- Recovery and evacuation procedures (including recovery and evacuation of contaminated items).
- Procedures for maintaining PLLs.
- Inventory procedures.
- Publications procedures.
- Training procedures.
- Tables of measurement equivalents. See FM 10-13, Appendix B for these equivalents.

NOTE: Helpful maintenance publications include AR 735-5; DA Pamphlets 750-1 and 710-2-1; FMs 43-5 and 43-12; and, the latest copies of The Maintenance Update and Unit Supply Update. See FM 10-27-3, Chapter 5, and FM 10-27-1, Chapter 1, for more information on maintenance operational procedures and job responsibilities according to MOS.

FIELD KITCHEN SECTION OPERATIONS

The mission of the field kitchen is to provide the best possible food service support to soldiers on the battlefield by receiving rations, storing and protecting rations, preparing and serving meals, and keeping required records.

Capability. The FSC operates a tactical field kitchen site to feed its soldiers. The field kitchen is the mobile kitchen trailer type. This trailer-mounted field kitchen (MKT-75, MKT-75A, or MKT-82) is a collection of food preparation and serving equipment mounted on a trailer chassis, moved either by a 2 1/2-ton or 5-ton medium cargo truck. Figure 2-1 (page 2-12) shows a MKT. Use FM 10-23 for information on cooking and serving meals on the kitchen trailer. The field kitchen enacts the following characteristics --

- *Company food service personnel and the MKT*. Remain with the company headquarters unless you, the commander, need to dispatch your cook(s) to help feed your company element(s) or section(s)/ team(s).

- FSC element(s) or *section(s)/team(s)*. Will normally be fed by the unit it is supporting.

The Army Field Feeding System. AFFS provides three quality meals a day to the soldier. These meals consist of individual MRE, and group meals (T-, B-, and A-rations), or a combination of these meals, including enhancements and supplements, or UGR B-rations and UGR A-rations along with enhancements (for example, fresh fruits, vegetables, eggs, and bread). The T-ration is packaged in modules with 18 or 36 meals to a module and 24 modules to a pallet. Each module contains all the components of a meal, including condiments and disposal eating ware. UGRs will be used when the tactical situation permits and refrigeration is available. Disposition of the field kitchen feature these aspects --

- *Field kitchen supervisor*. The food operations sergeant runs the field kitchen. He directs the company cooks (food service personnel) on the daily field kitchen operations.

- *Field kitchen operations*. It will be performed IAW FM 10-23 and be developed into a kitchen SOP (as part of the company's TSOP) for food service mission operation. A daily meal production schedule with written instructions is developed to supplement the field kitchen SOP. These instructions detail the day-to-day and meal-by-meal basis of individual responsibilities, work procedures and standards. They also give the acceptable kitchen methods to be used.

- *Field kitchen meal cycle*. It is urgent that the commander set up the meal cycle for the unit. This will be determined by instructions from higher headquarters (S-4), supply availability, OPTEMPO, and most importantly the unit's METT-TC situation. The food operations sergeant must be given the appropriate guidance in time to request rations for the unit. This will vary between 2 to 5 days in actual operation (and to 60 days in a programmed training environment).

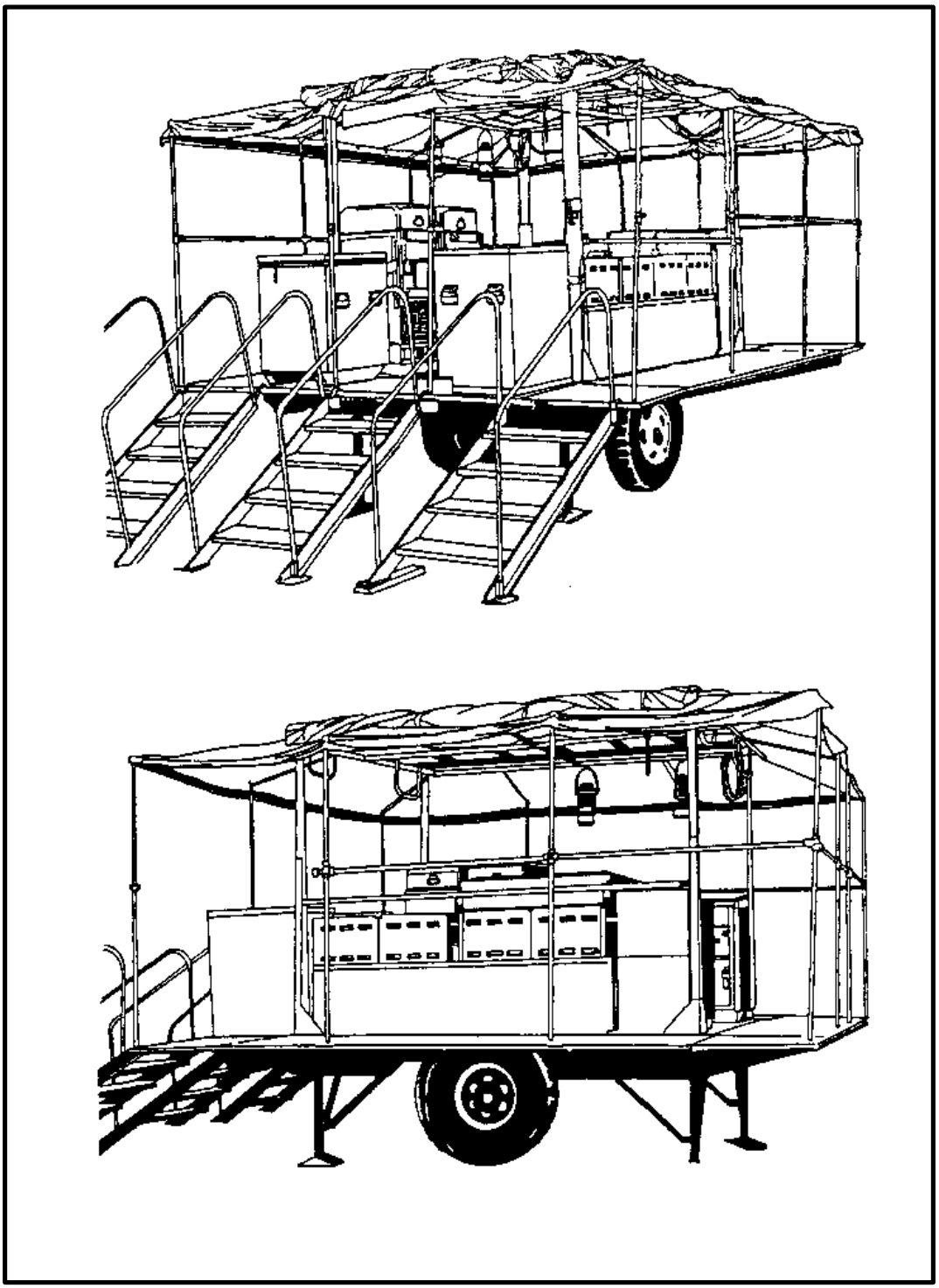

Figure 2-1. Trailer-mounted field kitchen: front and side views

Additional Field Feeding Requirements. Food service operations also require that provisions be made for water, ice, refrigeration, and trash removal. These are explained next.

- *Water*. Water used in field feeding operations must be potable, unlike that which is used in the SLCR teams. Water is picked up at an approved source and maintained in the field kitchen area in 400-gallon water trailer(s) or 5-gallon cans. Water is inspected by a field sanitation team or supporting medical elements. A good planning factor for water need in preparing food is to plan a requirement of 64 to 86 (an average of 75) gallons per 100 soldiers per day. This includes water for beverages on the menu, but not for refilling canteens or for personal sanitation. Refer to FM 10-23 for more information on food preparation requirements. FM 10-52 gives information on individual water requirements.

- *Ice*. Ice is obtained through the ration break point; or, it may be obtained through HNS, or a commercial source. All ice must be inspected for consumption or use; if trained veterinary personnel are not available to inspect the ice, preventative medicine personnel may be required to do this. Ensure inspections are done before accepting receipt of the shipment. Receipt of ice from a field ration break point is inspected by the Class I officer; and, a final inspection on all received ice is done by the food operations sergeant.

- *Refrigeration*. One of the determinations for how many and how often the A-ration is used is the capability for refrigeration. The MKT does not have organic refrigeration capability, but does come with an ice chest able to hold certain perishable items for up to 24 hours. A-ration meals will be determined by available refrigeration. Therefore, in certain field operations, refrigeration may depend on host-nation support.)

- *Trash removal*. FM 21-10 gives procedures for waste disposal. While the food service is a large contributor to the problem, there are other parts of the unit that will generate trash. The commander needs to determine actions to be taken to ensure federal, state, local, or host nation laws are abided regarding trash disposal. These procedures should be put into the unit's SOP/TSOP. It is very important to dispose of all garbage properly to avoid leaving signature trails. If possible, make arrangements to back haul garbage. UGRs come with plastic bags for waste disposal. Since garbage takes last priority on any vehicle, make the bundles as small as possible by nesting items (for example: plates, cups, and empty tray packs) to take minimal space.